

**FEATURING BEST PRACTICES
OF STATE AGENCIES AND INSTITUTIONS OF THE
COMMONWEALTH OF VIRGINIA**

**Support Resources
Augusta Correctional Center's 2-3-2 Schedule**

**Department of Corrections
implemented this best practice
on September 13, 1998**

*Qualifying under the
Best Practices catalogue*

3 Provide Capabilities
31 Manage resources and capabilities
312 Deliver products and services to customers

**Best Practice Summary
(how it works, how you measure it)**

Augusta Correctional Center has moved to a 12 hour "2-3-2" schedule. The schedule includes two rest groups: A and B. Each rest group includes one day and one night work team; the day team works 6 AM to 6 PM; the night team works 6 PM to 6 AM. Each rest group works 2-on, 2-off, 3-on, 2-off, 2-on and 3-off. The plan was implemented with full involvement and support of employees. Employees are scheduled for a three-day weekend off every other weekend, and also know that they will not have to work more than three shifts in a row.

Impact on the Process Organizational Performance (OUTCOMES)

The plan has brought about reduced absenteeism due to staff having more frequent days off. It has significantly improved employee morale because of employee access to weekends off. This schedule change resulted in a dramatic decrease in overtime expenditures. During the first quarter of the 1998-99 overtime expenditures were \$109,913. During the next three-quarters of FY1999, after the schedule was fully implemented, overtime expenditures were \$56,342. Additionally, the plan has benefited by having only one shift turnover each day. This has reduced the downtime for shifts shut down and start up and improved communication and safety between the shifts.

Best Practice Qualification

Even though other correctional centers have 12-hour schedules, Augusta's schedule differs from other 12-hour schedules. The benefits received have been significant and include increased employee morale, reduced absenteeism, and significant reduction in overtime cost. It is also felt that this schedule can be adopted by other state agencies.

For Additional Information

Department of Corrections

Augusta Correctional Center
P.O. Box 1000
Craigs ville, Virginia 24430

Lonnie Saunders
(540) 977-7000

John Britton, Manager
Certification, Planning, and Research Unit
Virginia Department of Corrections
(804) 674-3268
brittonjt@vadoc.state.va.us